IV

ORGANIZATION AND ADMINISTRATION

Introduction

At the time of the last Middle States visit, New Jersey Institute of Technology consisted of two colleges, Engineering and Architecture, and an additional six individual departments which reported to an assistant dean. Other academic units included the Offices of Graduate Studies, Continuing Professional Education, and Extension Programs, and approximately half a dozen research centers. The senior level administrative structure was consistent with the academic structure of the university. In addition to the president, it included three vice presidents, two associate vice presidents, three deans and various directors.

Ten years later, the organizational chart portrays a far more complex institution. (See Appendix 3) NJIT's evolving organizational structure has been responsive to environmental changes, as well as to the university's many internal and external constituencies.

Administrative Structure

Significant development has occurred throughout the university. There are now four colleges. Individual departments were consolidated into the College of Science and Liberal Arts, and a School of Industrial Management was added. With the increased emphasis on research, technology transfer and public service, there are a number of new interdisciplinary centers serving one or more of these functions. In addition, the organizational structure reflects important efforts to serve an increasingly diverse student body, as evidenced by the growth in pre-college, graduate, continuing education and extension programs, as well as the addition of distance learning and a Dean of Freshman Studies. Closer working relationships with industry are reflected not only in the addition of several applied research centers, but in the expansion of cooperative education and the creation of a vice presidential position specifically to initiate, support and coordinate economic development activities.

A significant restructuring of the senior level academic administration was reported to the university community in January 1990. It recognized the president's expanded external role and the concomitant broadening of the internal role of the Vice President for Academic Affairs. The VPAA's position was changed to include the title Provost, thereby underscoring the role of the university's second most senior administrator. To handle the increased responsibilities of academic affairs, an associate vice president was then added, with many of the administrators responsible for academic support services now reporting to that office. An assistant vice president was also added in academic affairs in recognition of the significant growth in graduate programs and the related administrative responsibilities. The senior administrative structure now includes six vice presidents, four associate vice presidents, three assistant vice presidents, six deans and various directors.

Board of Trustees

NJIT's Board of Trustees is unique among New Jersey's public higher education institutions regarding both its formal relationship

with the State and its composition. The university operates under an annual contract with the State, and as constituted by statute, the Board includes as ex officio members the Governor and the Mayor of Newark. There are ten additional members, up from eight three years ago as a result of statutory changes to reflect the institution's broadened mission. At that time, the requirement that Board members live or work in Essex County was eliminated.

By tradition, half of the members are NJIT alumni. Board composition reflects the university's commitment to diversity; two members are Black, one is Hispanic and two are women. The Trustees meet monthly; there are also four standing committees (Finance, Buildings and Grounds; Personnel and Education Policy; Public Relations; and the Executive Committee) which meet as necessary.

Board of Overseers

The Foundation at NJIT contributes to the university through the professional expertise of its Board of Overseers. The Foundation was established in 1959 to support and encourage research, and establish fellowships and lectureships. Its mission was later broadened to include fund raising and support of all the academic programs at the university.

The Board of Overseers is comprised of thirty-nine senior business executives who represent a critical link between the university and the corporate community. It meets four times annually. There are six standing committees (Finance, Fund Raising, Research, Visibility, Human Resources Development, Nominating/Board Composition) and three standing councils (School of Industrial Management, Manufacturing/Microelectronics and Environmental Engineering and Science).

Faculty Governance

While the organizational chart may be instructive in terms of the university's administrative structure and its relationship to the

Board of Trustees, no such diagram can provide a complete picture of how an academic institution functions. A university tends to be largely non-hierarchical, often depending upon informal interactions between individuals or groups of individuals in which faculty play a strong advisory role, either by commission or omission. Such an environment clearly places enormous demands upon the administration. There is a need for constant communication with diverse constituencies. Faculty must also accept responsibility for the effective functioning of the institution, including conscientious service on committees, thoughtful evaluation of colleagues' performance and commitment to the broader welfare of the academic community.

Faculty governance thus implies acceptance of administrative responsibility. NJIT's faculty governance structures provide opportunities for this to occur, but characteristic of higher education generally, conflicts and ambiguities do exist. Faculty as a whole debates and recommends on academic policy, and serves as a forum for communication. Faculty Council represents the faculty between regularly scheduled faculty meetings and promotes communication between the administration and the faculty. The Council regularly discusses faculty concerns, provides mechanisms for communication, prepares resolutions for consideration at faculty meetings and convenes hearings as appropriate. The Professional Staff Association (PSA), an AAUP affiliate, represents the faculty on all issues requiring labor/management negotiations. In addition, standing committees of the university, many comprised exclusively of faculty, are assigned critical decision-making roles such as promotion and tenure, awarding of sabbaticals and selection of distinguished professors.

The specific roles and responsibilities of each of these bodies are described more fully in the NJIT Faculty Handbook. (See Appendix 4) This document has been extensively rewritten over the past several years. The revisions were undertaken to unify and update the handbook. A Handbook Committee was formed in Fall 1988

and included representation from the Faculty Council, the PSA Governing Board, and at-large faculty volunteers. The project has entailed weekly meetings of the Committee and Faculty Council, advice from a faculty handbook consultant and other outside experts, and an ongoing process of open university hearings.

Significant changes or additions to the draft document include an updated history of the university, the mission statement, the constitution and by-laws of the Faculty Council and PSA, and a comprehensive review of the university's committee structure including the charge, function, membership and procedures of all standing committees. The handbook also provides detailed descriptions of the Board of Trustees and all key administrative offices of the university. A faculty review and approval process is currently in progress.